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Fax Transmittal Sheet

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From: Tyrone Cashman

Date: Feb 27, 1996
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Total number of pages including cover sheet:

Message:

Wade,

The meeting went on after you left. These were our conclusions: We will examine Three Paths:

1. What can we produce for $600,000 (our present income) that will keep the Whole Earth hunger in the subscribers satisfied?
2. What can we do to get $800,000 (the actual cost) for what we produce?
3. What will be the cost (financial and other) of taking a 3 month Sabbatical for redesign of the publication(s).

In addition: We liked the idea of sending a letter to the subscribers that we are committed to self-sufficiency. This is what it costs to bring you WER. This is what we have to raise as a subsidy. We leave it up to you. If you want to continue to receive it, (a) become a member at $X, (b)

accept an increase in price at $Y, (c) bring in Z number of new subscriptions --- or something like that. You can let us know if you want us to continue. Otherwise we are going to go on to other things.

Attached are two items:

A. A common form for thinking through and writing down individual aspects of changes we can choose to make right now.

B. Notes from an important chat with Malcolm Margolin, founder and publisher of Heyday Press and *Notes from Native California*.

Conversation with Malcolm Margolin 2/26 10:00AM
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He suggested at the dinner strategy meeting that we attempt to shrink our operation to the level we can afford, rather than try to afford the level we have.

This can be a firm base from which we can then grow or go in new directions.

Today he pointed out that the stress of trying to make up such a shortfall, even if we kept succeeding, is painful and unhealthy. He said the staff could just examine what we can afford and shape a situation that will work within that budget.

He suggested that being such good-hearted people we always try to do 20% more than we can afford to do. He recommends actually doing 20% less than we can afford to do.

Then we could send our subscribers a gift book or pamphlet at the end of the year--and live a more sustainable, humane life, befriend ourselves. We could actually have a little profit to use for the future or other things.

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To the question of just discontinuing the magazine and what do you do with all the subscription money we owe people, he said just let them eat it. It isn't much, $20.00 or a couple times that. If someone really insists, you could give them their money back. The loss to each subscriber is small, the loss to us trying to pay everyone back would be huge.

Most important is that we make our decision in an orderly manner. Bite the bullet, make dramatic changes. Never amputate little bits at a time. E.g., not wait till we can't meet the printing bill or some other thing is completely impossible.

We can keep the organization healthy but lighter.

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We could change the name and produce something else.

He said that we could reduce the magazine to a 32 page newletter type

thing that one person could put out--for example.

We could announce why we need to do this, to keep faith with our subscribers. And then we could try to rebuild.

Do 20% less than we can do. If we have 150,000 a year to work with, save $30,000 for other reasons.

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That way you avoid that awful direct mail stuff. I told him my gut tells me that direct mail violates my principles. (Too much paper, energy, low result.) He said that's true and on top of that it might not work after huge amounts had been spent on it.

We could still look into the sponsor thing.

Project: _____

Goals/Purpose: **What to do:** **Who will do it:**

Issues to Discuss:

Questions to Answer:

Research Needed:

Decisions:

Carrying out the Decision: